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Executive Registry
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31 AUG 1983

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
General Counsel
Inspector General
Comptroller

25X1

FROM: [redacted]
Executive Director

SUBJECT: Development of CIA Strategic Plan, 1983-1993

REFERENCE: CIA Strategic Plan, 1982-1992 (BYE 020/83)

1. This memorandum establishes this year's long-range planning cycle and reaffirms my commitment to a dynamic and vital planning process for the Agency. Our experience with the referenced plan reflected the value of the process itself in promoting a systematic approach to matching projected capabilities to anticipated problems. The intelligence environment and policy issues of the 1980s are complex and constantly shifting. We must revisit our projections each year to ensure that our highest priority needs receive adequate attention and that our efforts are directed to the areas with the highest potential payoff over the longer term. In sum, we must adjust strategy to accommodate change.

2. For 1983, then, your planning should take into account the long-range strategy reflected in the 1982 Strategic Plan. But it should focus specifically on needed changes or adjustments to that strategy which might be called for as a result of updating our forecast of intelligence needs. In my view, you should consider the following in the course of the planning process:

-- sharpening the focus on overt collection and a greater exploitation of open source literature;

-- developing legislative initiatives where needed to achieve desired goals in personnel management;

-- developing more extensive cooperation between the Agency and other Community organizations;

-- improving intelligence support to military commanders in the field; and

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-- ensuring that plans for new or expanded capabilities include realistic estimates of the space needed for people and equipment.

3. We are entering a period in which fiscal realities may dictate some reduction in the overall resources assigned to national security objectives. New challenges in the future may have to be met by reallocating existing resources rather than through real growth. Our planning must proceed on two tracks, however, with the long-range track keyed to future broad policy requirements as they are perceived today. The planning process should not be constrained by specific resource considerations or current capabilities.

4. The materials prepared for EXCOM review by the Agency-wide teams should be concise and should also reflect your personal involvement in the process. Specific steps in this year's process are outlined in the attachment. In general, they call for:

-- EXCOM review of the progress made on the near-term action items keyed to the referenced Strategic Plan;

-- a reexamination of the world view contained in the previous plan with emphasis to be placed only on changes (the view of the future being developed for the Intelligence Community Staff's Strategic Planning Design should be particularly useful for this purpose);

-- identification of the impact of any such changes on requirements for collection and support; and

-- revision of the long-term guidance to take account of the above.

5. My Planning Staff will coordinate the process; serve as referent for questions regarding procedures, scheduling, and the like; and draft the final plan based on your contributions. Please supply to the Planning Staff by close of business 9 September your nominees to serve on the Interdirectorate Planning Group for the 1983 planning cycle and nominees to chair the Interdirectorate Teams specified for each planning phase.

6. The cycle is shorter this year. If the results are to provide useful and timely guidance for program development, the 1983-93 Strategic Plan must be completed and published in early December 1983. This can only be accomplished if every effort is made to adhere to the schedule outlined in the attachment.

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Attachment

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Distribution:
1 - DDA w/att
1 - DDI w/att
1 - DDO w/att
1 - DDS&T w/att
1 - GC w/att
1 - IG w/att
1 - Compt w/att
1 - PS (L-R Planning) w/att
1 - PS Chrono w/o att
25X1 [redacted] /JAL (30 August 1983)

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PHASE 1: REVIEW OF NEAR-TERM ACTIONS, September 1983

PURPOSE: To review for approval both the studies and the plans and progress on the pilot projects mandated in the CIA Strategic Plan transmittal letter: i.e., studies on clandestine technical collection strategy and on external analysis, pilot projects on office automation and qualitative improvements (in personnel management).

ACTION: EA/EXDIR: Schedule EXCOM meetings.

DDA, DDI, DDS&T: Prepare 30-minute presentation on the respective study or pilot projects assigned to your Directorate.

EXCOM: Review the studies and the plans and resource needs for pilot projects.

EXDIR: Approve studies.

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PHASE 2: INTELLIGENCE AND OPERATIONS GOALS AND OBJECTIVES, September 1983

PURPOSE: To identify changes, if any, in the needs and relative priorities for new intelligence information and operational activities. Emphasis should be placed on identifying changes in the perception of the world situation and resulting information needs or operational goals as presented in the CIA Strategic Plan and contributing planning documents.

ACTION: DDI: Form an interdirectorate team to identify and report on changes in world-wide trends and information needs.

DDO: Form interdirectorate teams to identify and report on changes in covert action goals and counterintelligence threats.

Interdirectorate Planning Group: Review team efforts for interdirectorate impact.

EXCOM: Review team reports and establish areas for emphasis in the next planning phase.

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PHASE 3: INTELLIGENCE COLLECTION, ANALYSIS, AND OPERATIONAL CAPABILITIES, October 1983

PURPOSE: To assess the impact of perceived changes in future intelligence and operational needs on planned capabilities and to propose initiatives on perceived gaps due to such changes.

ACTION: DDI: Form an interdirectorate team to report on intelligence analysis and processing capabilities.

DDO: Form an interdirectorate team to report on HUMINT.

DDS&T: Form an interdirectorate team to report on technical collection, including SIGINT, imagery, 25X1 and processing information from technical systems.

Interdirectorate Planning Group: Review team efforts for interdirectorate impact.

EXCOM: Review changes reflected in the reports and establish priorities.

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PHASE 4: SUPPORT CAPABILITIES, November 1983

PURPOSE: To determine the impact on support capabilities of collection, processing, and analysis initiatives proposed to meet newly defined issues.

ACTION: DDA: Form an interdirectorate team to assess and report on the impact of proposed collection initiatives on all support activities.

DDS&T: Form an interdirectorate team to develop and report on R&D alternatives.

Interdirectorate Planning Group: Review team efforts for interdirectorate impact.

EXCOM: Review changes reflected in the reports and establish priorities.

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PHASE 5: LONG-RANGE FORECAST, November - December 1983

PURPOSE: To develop an overall statement on the perceived changes in the world environment and on the capabilities needed to deal with those changes; to propose courses of action for program and budget development.

ACTION: Planning Staff: Prepare an update to the CIA Strategic Plan based on the output of the separate planning phases. This statement will provide strategic guidance to the Directorates and to the Comptroller for development of the 1986-1991 program and budget.

Interdirectorate Planning Group: Review for directorate impact.

EXCOM: Review the draft update.

EXDIR: Issue the update as program guidance.

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